



**Proud to be
part of
a bigger
plan**

Investor presentation.

August 2015

MSI
Motherson Sumi
Systems Limited

- **SMG overview**
- MSSL overview
- MSSL performance
- Update on developments

A close-up photograph of a hand holding a small, white, rectangular t-coupler. The hand is positioned on the left side of the frame, with fingers gripping the device. The background is a bright, hazy sky with a large, glowing sun or light source on the right, creating a strong lens flare effect. A red circular callout box is positioned on the right side of the image, containing text. A thin red line points from the text box to the t-coupler.

In 1983, we were asked to make a humble t-coupler for the Maruti 800. It was the start of a journey to what today is a \$ 7 billion Group.



Proud to be part of Motherson.

Today, Samvardhana
Motherson
is one of the world's
fastest-growing
specialised automotive
component solutions
providers, for all the
world's major OEM's.

Key facts

- Established in 1975
- Over 170 plants and facilities in regions with key customer concentration
- Balanced spread in 25 countries across 5 continents
- Global manufacturing including strategic low cost manufacturing locations
- Covering both developed and emerging markets to cater to a global customer base

Samvardhana Motherson business portfolio.

01 wiring harnesses. 02 Rear view mirrors.



- A vertically integrated maker of wiring harnesses for passenger, commercial and of -road vehicles as well as for other industrial applications.



- One of the world's major producers of interior and exterior rear view mirrors and detection systems to all major OEMs.

05 Metal working.



- Provider of cutting tools, bimetal band saw blades, gear cutting tools, thin film coating tools and sintered metal parts along with precision metal machined components.

06 IT, engineering and design.



- IT, Engineering and Design supports all product development within our verticals including product design, virtual validation, prototyping, computer aided engineering (CAE) services, tool design and design of jigs.

03 Polymers and modules.



- The Group is one of the world's most advance and vertically integrated Tier 1 makers of interior and exterior modules and polymer parts.

04 Elastomers.



- Provider of a wide range elastomer solutions for a spectrum of industries including automotive, medical, home appliances and general industrial applications.

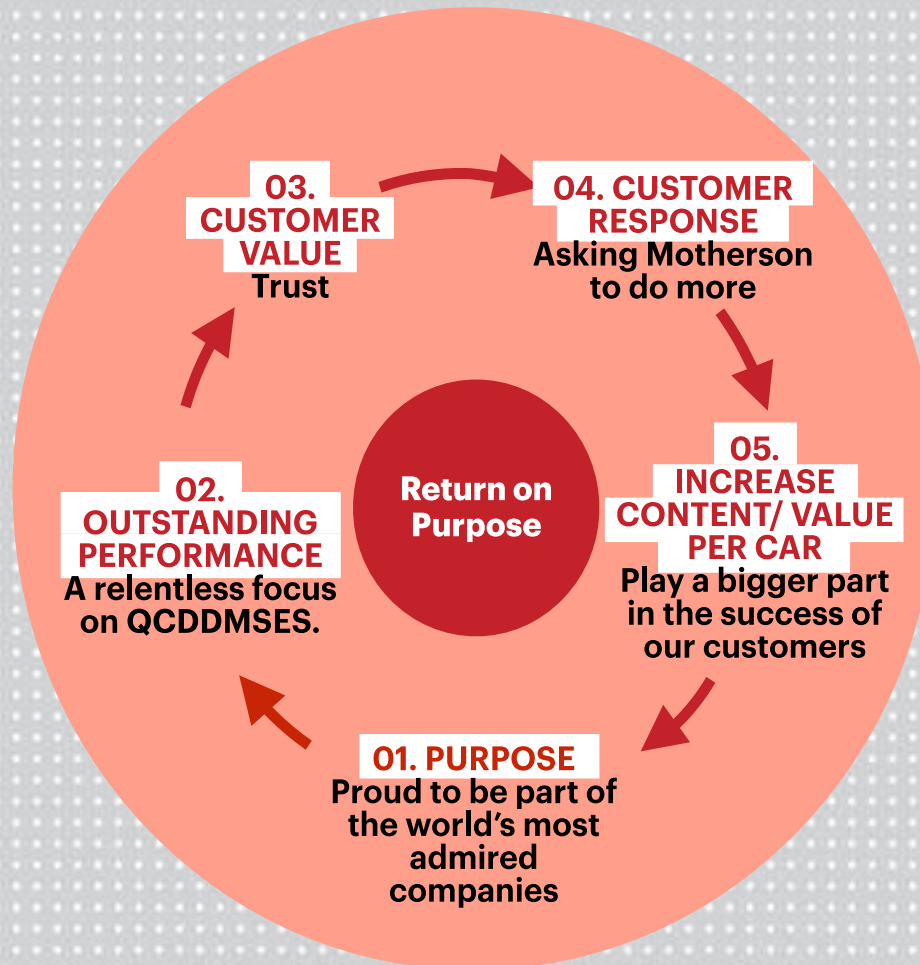
07 Manufacturing support.



- Creating a wide range manufacturing support solutions, such as air compressors, paint coating equipment, auxiliary equipment for injection moulding machines and automotive manufacturing engineering.

Proud
to be
part of
the
**Samvardhana
Motherson
Group.**

How Motherson creates value.



01 Purpose and vision.

To be a
globally
preferred
solutions
provider.

Proud
to be
part of
the world's
most admired
brands.

A man in a grey work jacket with a white collar and a red logo is pointing with both hands towards the right. He is in a factory setting with industrial equipment and another worker in the background. The text is overlaid on a semi-transparent grey box on the left side of the image.

Quality
Costs
Design + development
Delivery
Management
Safety
Environment
Sustainability

Manuel Oetsch runs our state of the art plant in Schierling, Germany.

Global partner
for Daimler.


Daimler Supplier Award 2014.
Explore new ways.



SMG receives the
Daimler 2014 Award
for Partnership on
26 February 2015

Recognition from Toyota.

03 Trust.

A photograph showing two men in suits. The man on the right, Mr. Laksh Vaaman Sehgal, is smiling and looking towards the man on the left. He is wearing a dark suit, a blue tie, and a boutonniere. He also has a name tag that reads "Laksh Vaaman Sehgal". The man on the left is seen from the back, wearing a dark pinstripe suit. They are standing in front of a blue background.

Mr. Laksh Vaaman Sehgal receives the Regional Contribution Award on behalf of Motherson Automotive Technologies and Engineering (MATE) at the 2015 Toyota Global Suppliers Convention.

**Supporting
Ford globally.**

03 Trust.



SMR Brazil awarded the
2014 Ford South America
Supplier of the Year
Award.

2009

Customers asked us to look at what become the acquisition of SMR.

Grew by 28 %
during the
Lehman crisis
08-09.

04 Asked to do more.

With SMR, we were connected to all the world's major car makers. And they saw how SMR turned itself around as it became part of the Motherson family.



04 Asked to do more.

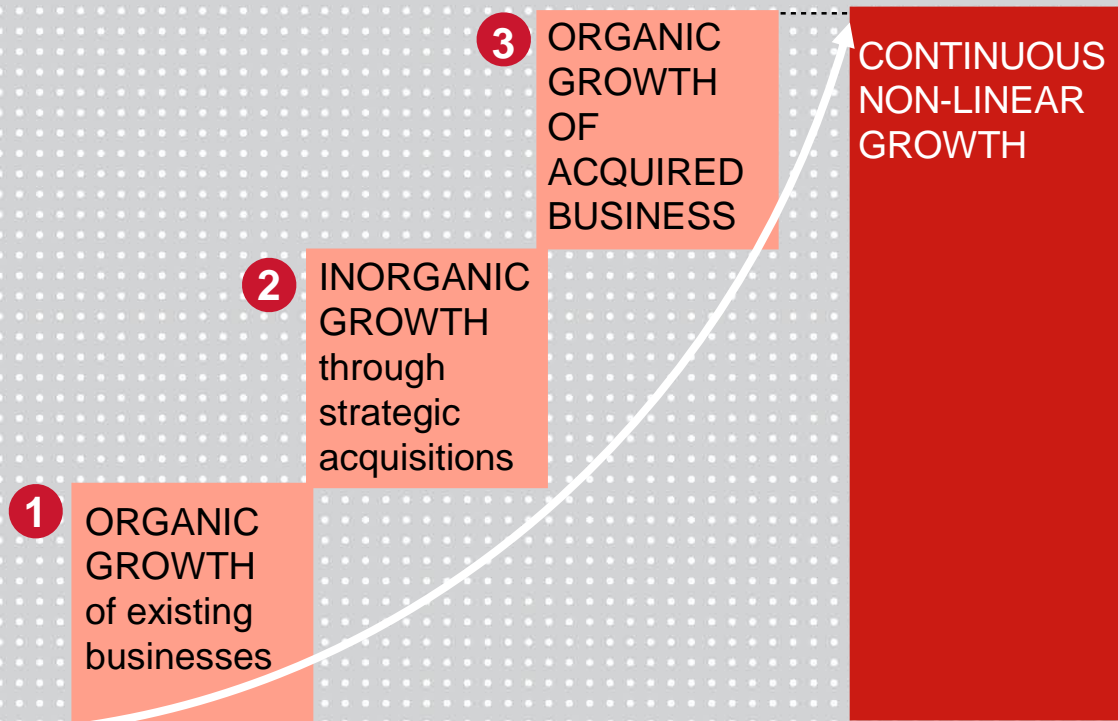
That led us to an opportunity to look at Peguform. Which eventually led to the acquisition of what is today SMP.

2011

Peguform was approximately the same size of the entire Motherson Group.

04 Asked to do more.

Three legs of our growth.



PREFERRED SOLUTIONS PROVIDER

- Being a customer-led, globally preferred solutions provider, through full system solutions and vertical integration

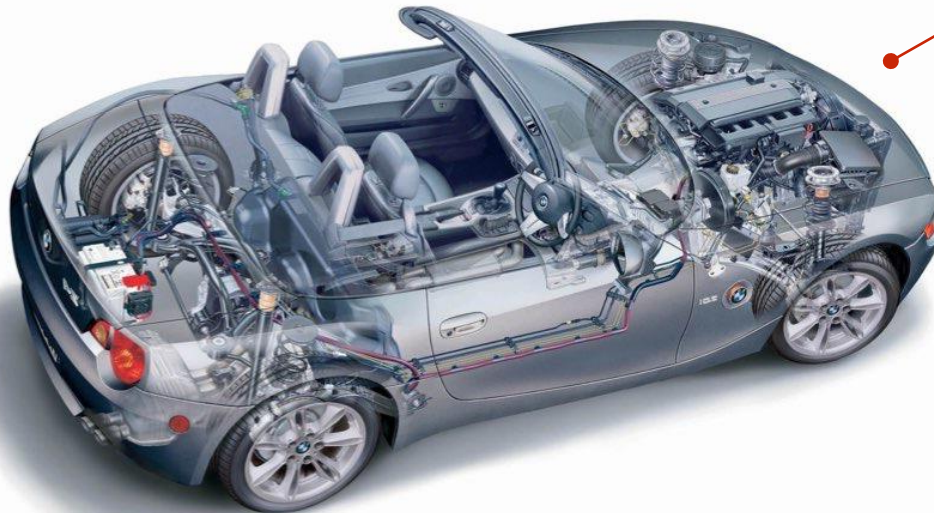
LEADING COSTS

- Taking costs out of local production by leveraging our emerging market presence globally

MULTIPLE SOLUTION SOURCES

- Motherson makes solutions itself
- Joint ventures
- Acquisitions

Increasing content and value per car.



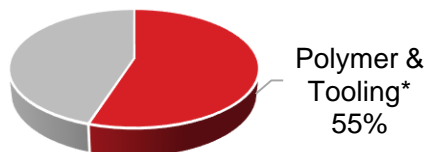
Being asked to create more solutions per vehicle, for more customers at more locations around the world.

- SMG overview
- MSSL overview
- MSSL performance
- Update on developments

MSSL business portfolio



Polymer & Tooling



Interior & Exterior Polymer modules

SMP
Samvardhana Matheson Peguform



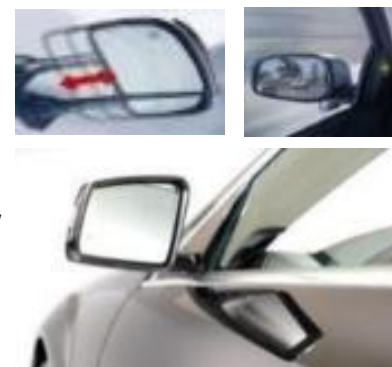
Polymer components & Tool Manufacturing

MATE
MSSL GLOBAL RSA
Module Engineering Limited
a subsidiary of Matheson Systems Ltd
JENEL

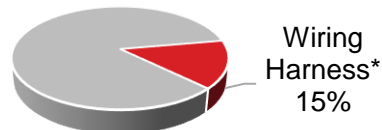


Rear View Mirrors

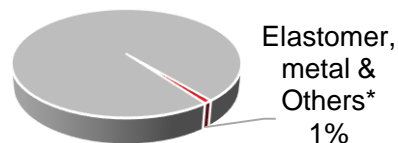
SMT
Samvardhana Matheson Reflectec



Wiring Harnesses



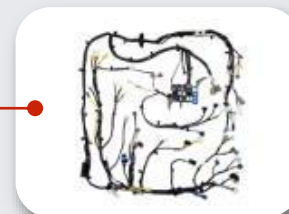
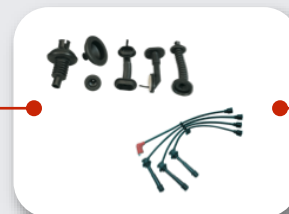
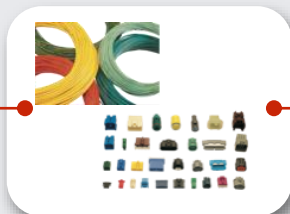
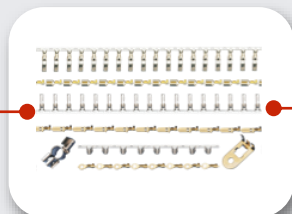
Elastomer Processing, Precision Metal Machining & Others



01 Wiring Harness



- Market leader with over 65% market share of passenger car wiring harnesses in India
- Serving a global customer base through manufacturing bases spread across India, Middle East, Europe, Sri Lanka, Thailand, Japan and Mexico
- Strong presence in Europe two-wheeler and material handling equipment markets along with commercial vehicle segment in USA
- Full service supplier with complete in-house design capability, design validation and lab testing which enables SMG to provide complete design support to its customers
- Vertical backward integration for critical wiring harness components



JV PARTNERS

Sumitomo Wiring Systems, Japan;
Kyungshin Corporation, South Korea



01 Wiring harness global locations



02 Rearview Mirrors



- Samvardhana Motherson Reflectec (SMR), which acquired the global rear view mirror business of Visiocrp in March 2009, is a leading manufacturer of automotive rear view mirrors in the world
- Presence in India since 1996 through initial JV with Britax, which later on became a part of Visiocrp
- Supplying products to the top ten OEMs, totalling more than 360 individual programmes
- 22 manufacturing plants across the world in growing markets like China, India, Korea, Brazil and Mexico
- Technology leader with over 500 patents and a history of innovations
- 22% share of global passenger car rear view mirror market, and a 53% share in India



JV PARTNERS

Ningbo HuaXiang Electronic Co. Ltd., China;
Poong Jeong Ind Co. Ltd., South Korea



02 Mirror division global locations



03 Polymer processing



- One of the largest moulded parts, assemblies and modules suppliers to the European automotive industry through Samvardhana Motherson Peguform (SMP), acquired in November 2011, and to the Indian automotive industry through polymer division Motherson Automotive Technologies and Engineering (MATE)
- Over 55 manufacturing facilities across the globe
- Over 1,500 machines of injection, gas, compression and blow moulding
- Injection moulding machines from 5 tons – 4000 tons (hydraulic / electric)
- Complete in-house post processing facilities, including paint shop
- Robotic trimming / welding (heat stake/ ultrasonic/ vibration) operations
- LPI injection moulding



JV PARTNERS

Sumitomo Wiring Systems, Japan; Vacuform 2000 Pty Ltd, South Africa;
Changshu Automobile Interior Decoration Co. Ltd., China; Blanos Partners S.L., Spain;
Nippon Pigment (S) Pte. Ltd., Japan; Toyota Tsusho Corporation, Japan;
Eissmann Automotive, Slovakia



03 Polymer division global locations



04 Elastomer Processing & other Business



Elastomer processing

- Manufacturing facilities in India and Australia
- Manufacturing processes include:
 - Rubber extruded components
 - Rubber Mixing
 - Injection & Compression Moulding Capabilities
 - Rubber Compounding
- Manufacturing parts for the automotive and for other industrial applications



Machined Metal Components

- Specialise in machining of high precision, critical application metal components
- Also manufacturers high precision metal turning and plastic metal combined parts

JV PARTNER

Dremotech GmbH & Co. Kg
Gemrnay



Environment Management Systems

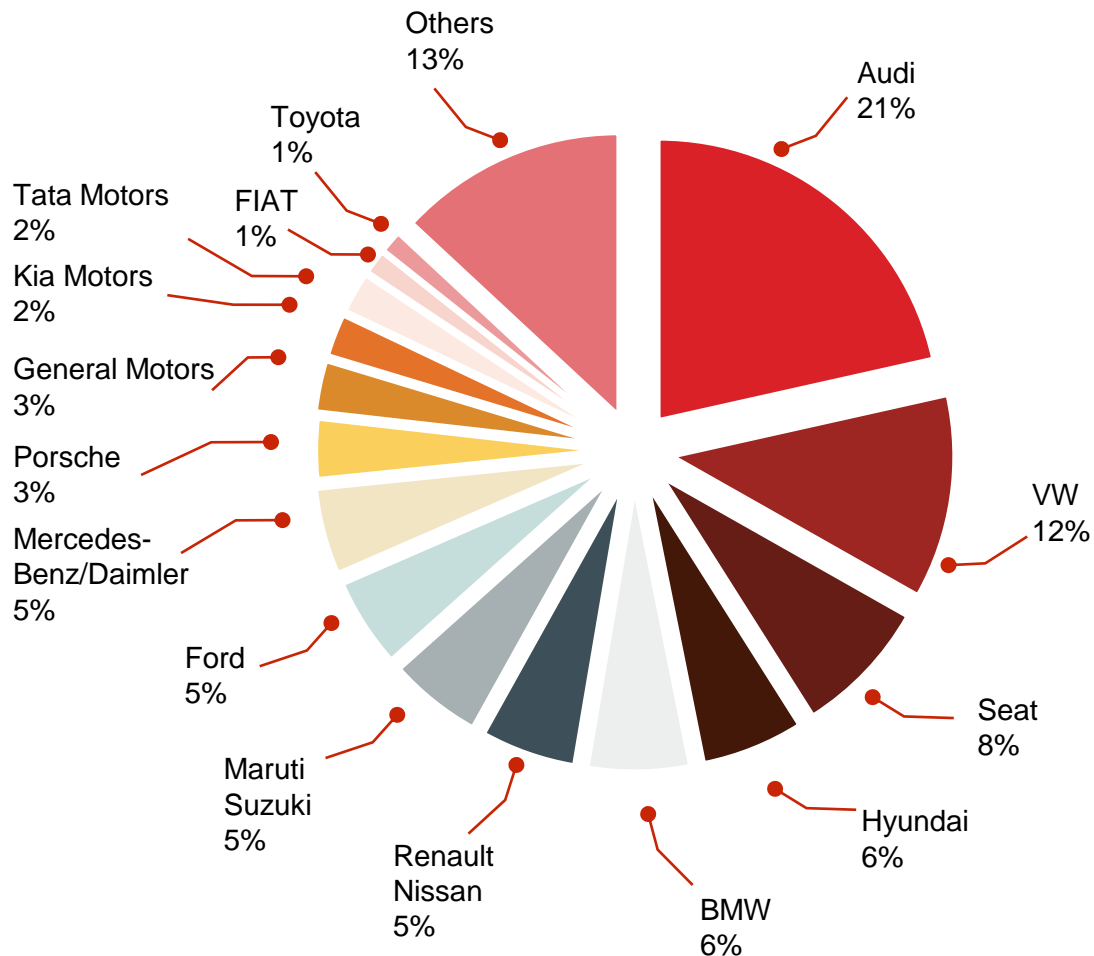
- Manufacturing and marketing 'Aerobin', a home and garden waste containment system
- Patented Aeration technology
- Product launched in Australia, Europe & Japan

JV PARTNER

Ecompost, Australia



Customer-wise sales*



3CX15

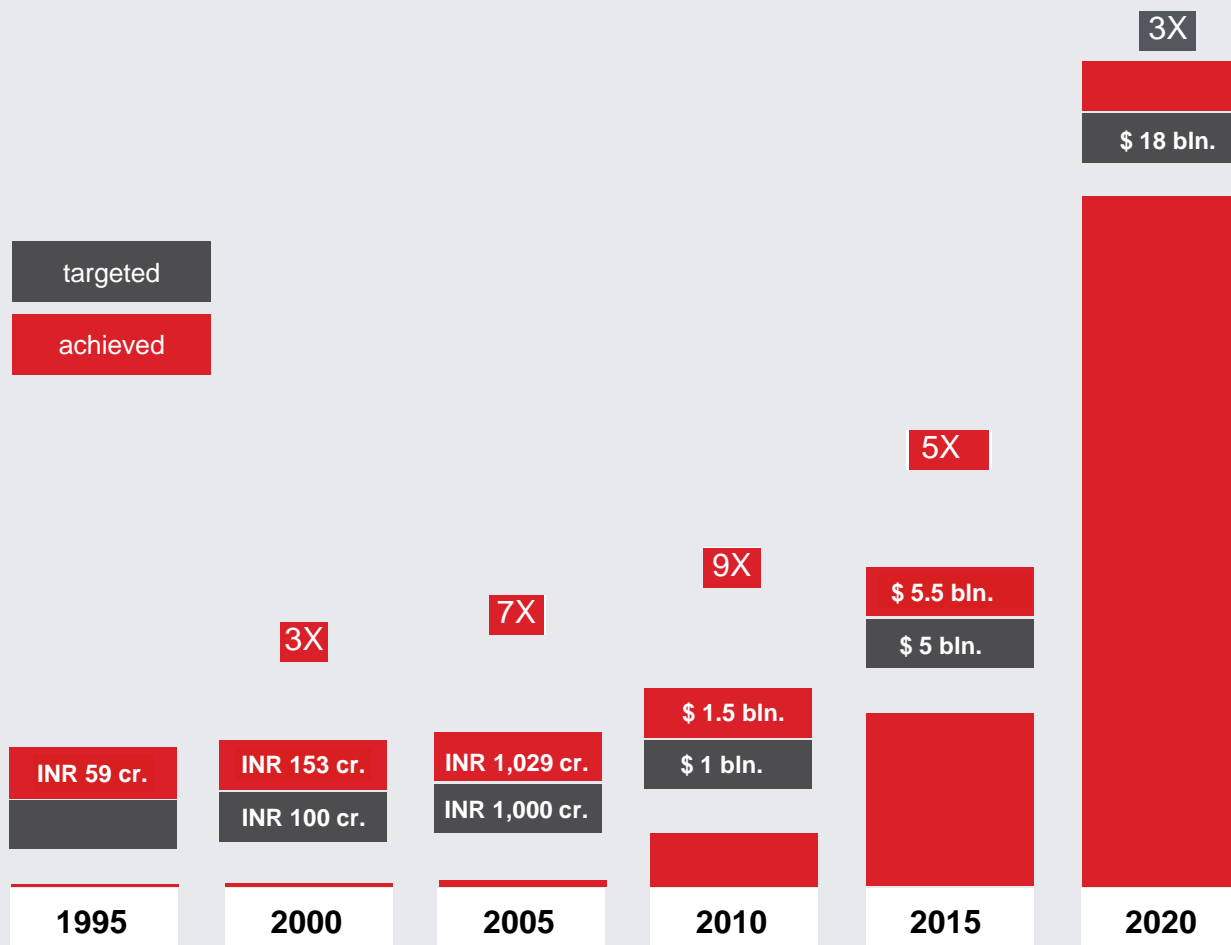
Working on a policy to balance and grow the business in such a way that no

- Single customer
 - Single country
 - Single component
- should constitute more than 15% of the turnover

* For FY 2014-15



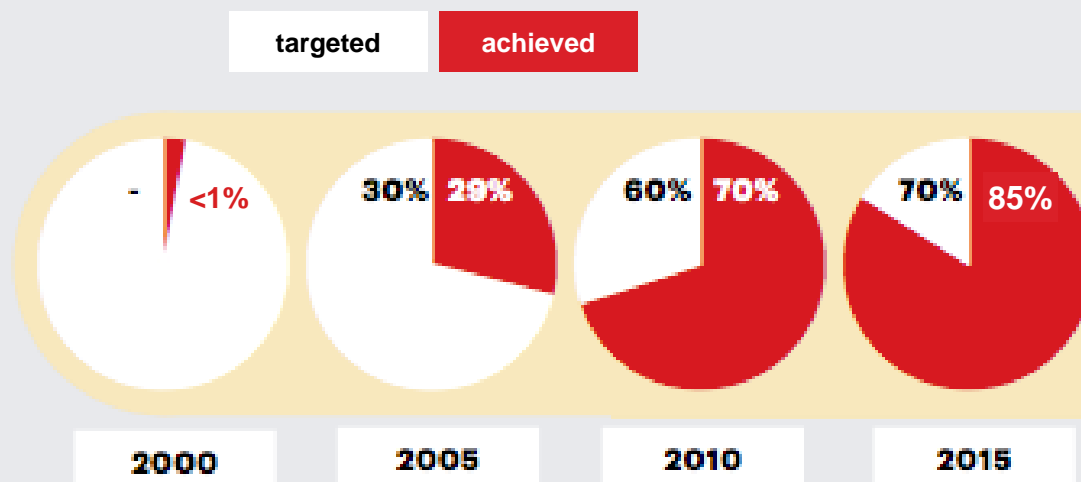
5 year plans - consolidated net sales



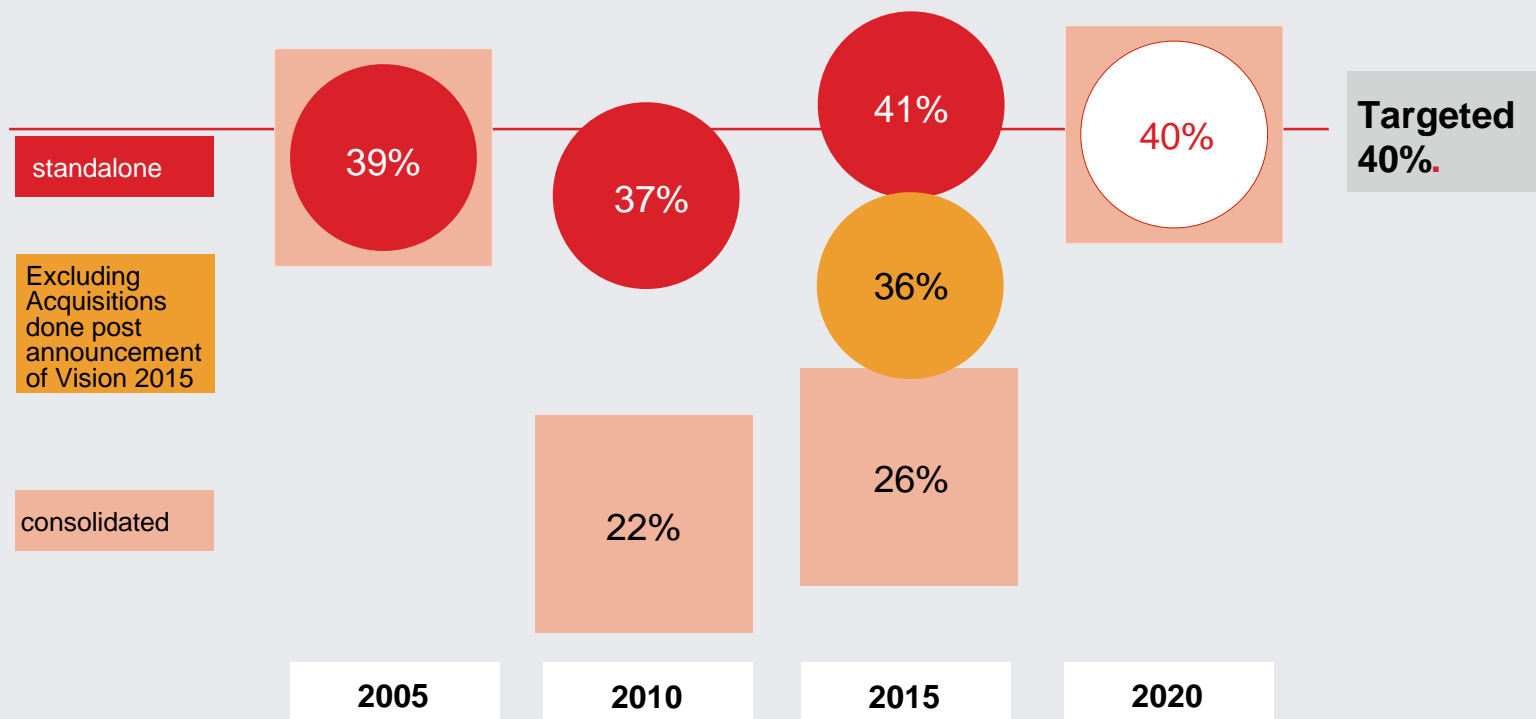
All numbers are computed based on published rupee numbers and are rounded off.



5 year plans - Sales from outside India



5 year plans - Return on Capital Employed (ROCE)



Other 5-year targets



**Dividend
payout ratio
40% target.**

**Global
presence in
26-27 countries.**

**Largest customer
contribution.**

			targeted	achieved
	43%	44% s 32% c	62% s 37% c	
			25 countries	
	27%	15%		
	< 25%	< 20%		3CX15
	2005	2010	2015	2020

S : Standalone, C : Consolidated



Our 5th five-year plan

01



18 billion
FY19-20.

02

40% ROCE
(consolidated).

03

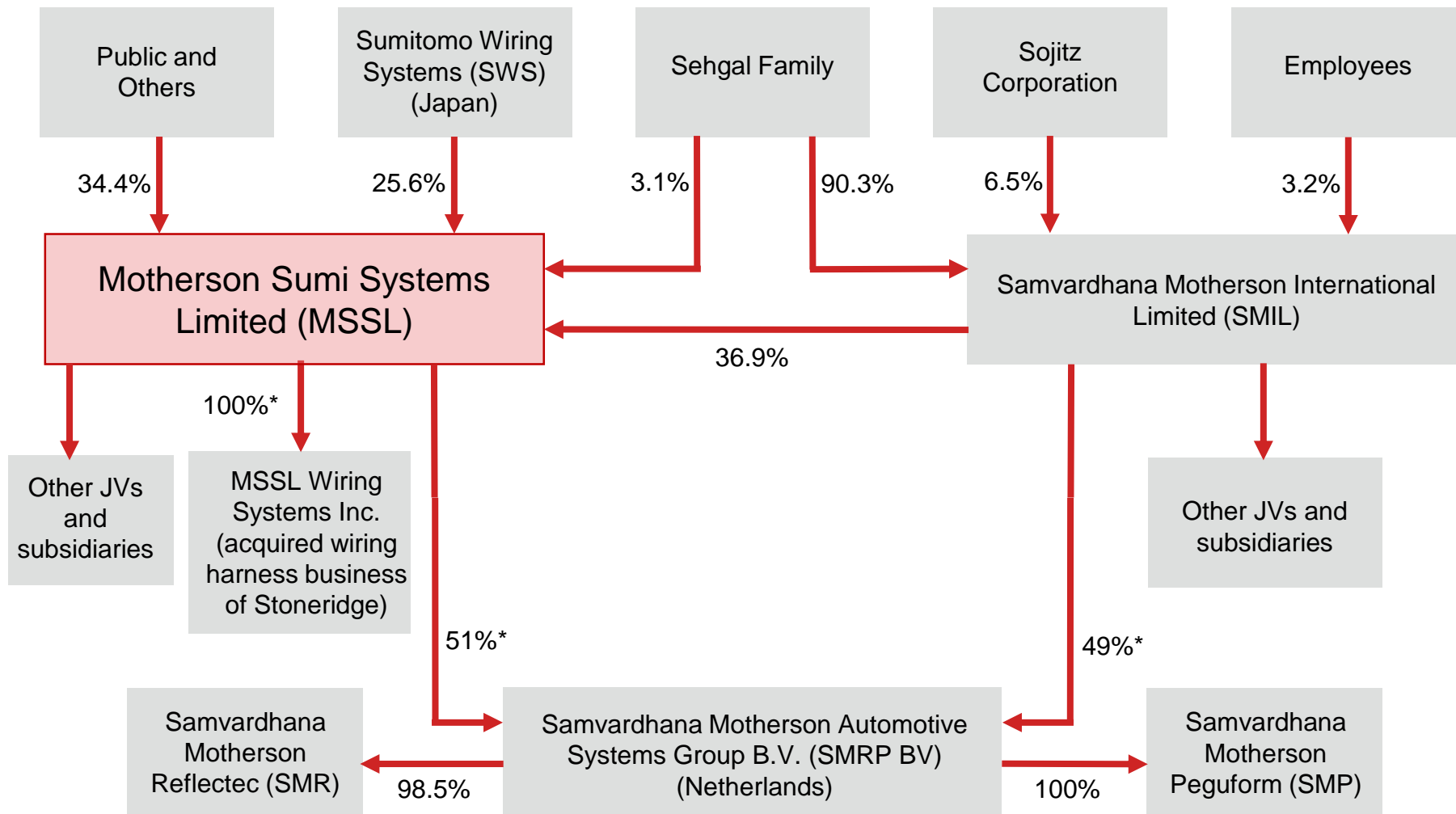
3C**X**15

04

40% of consol. profit
as dividend.

- SMG overview
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Group structure



*Shareholding held indirectly as on 18th Aug 2015 — not a legal structure

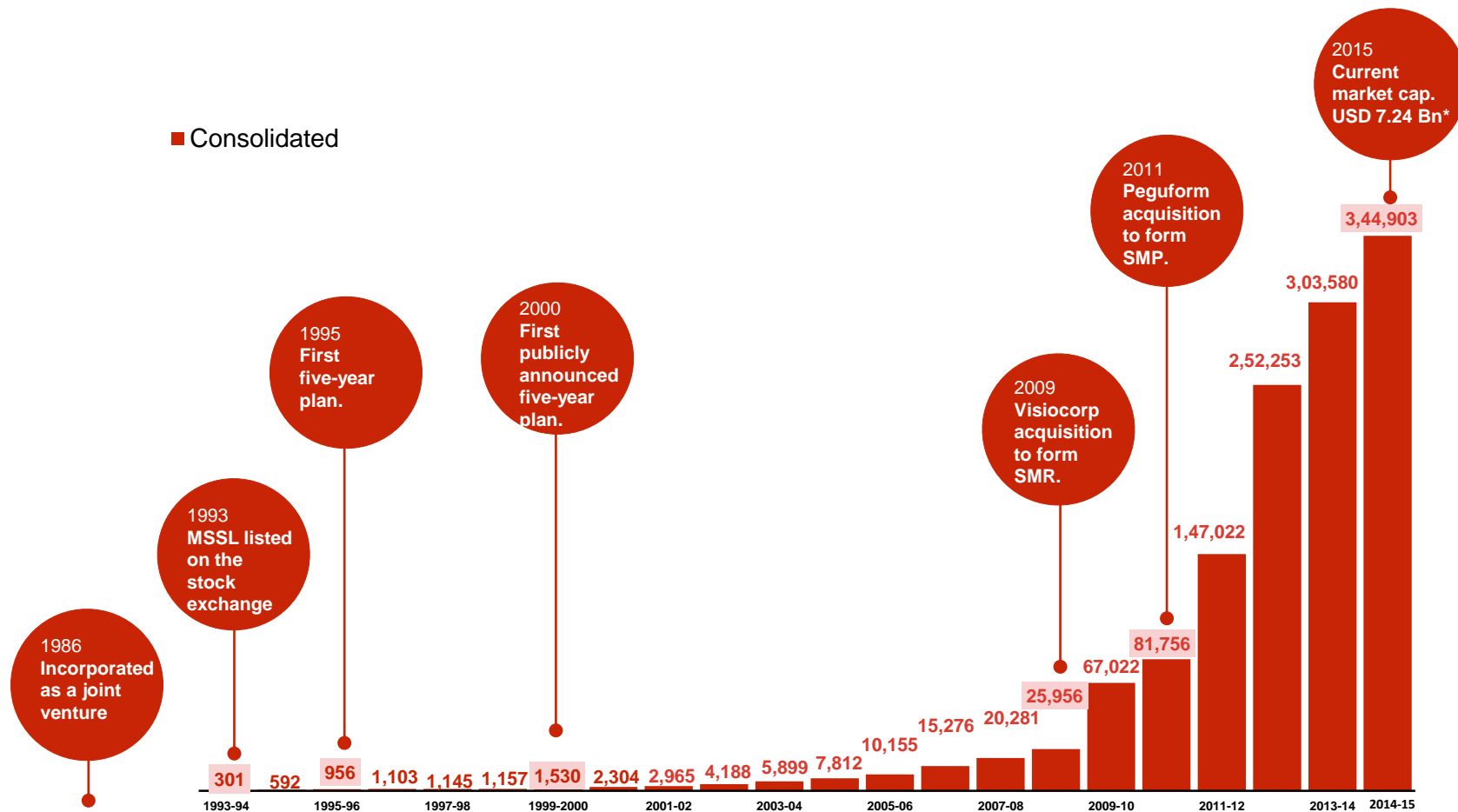


MSSL sales and milestones



(Rs. in Million)

■ Consolidated

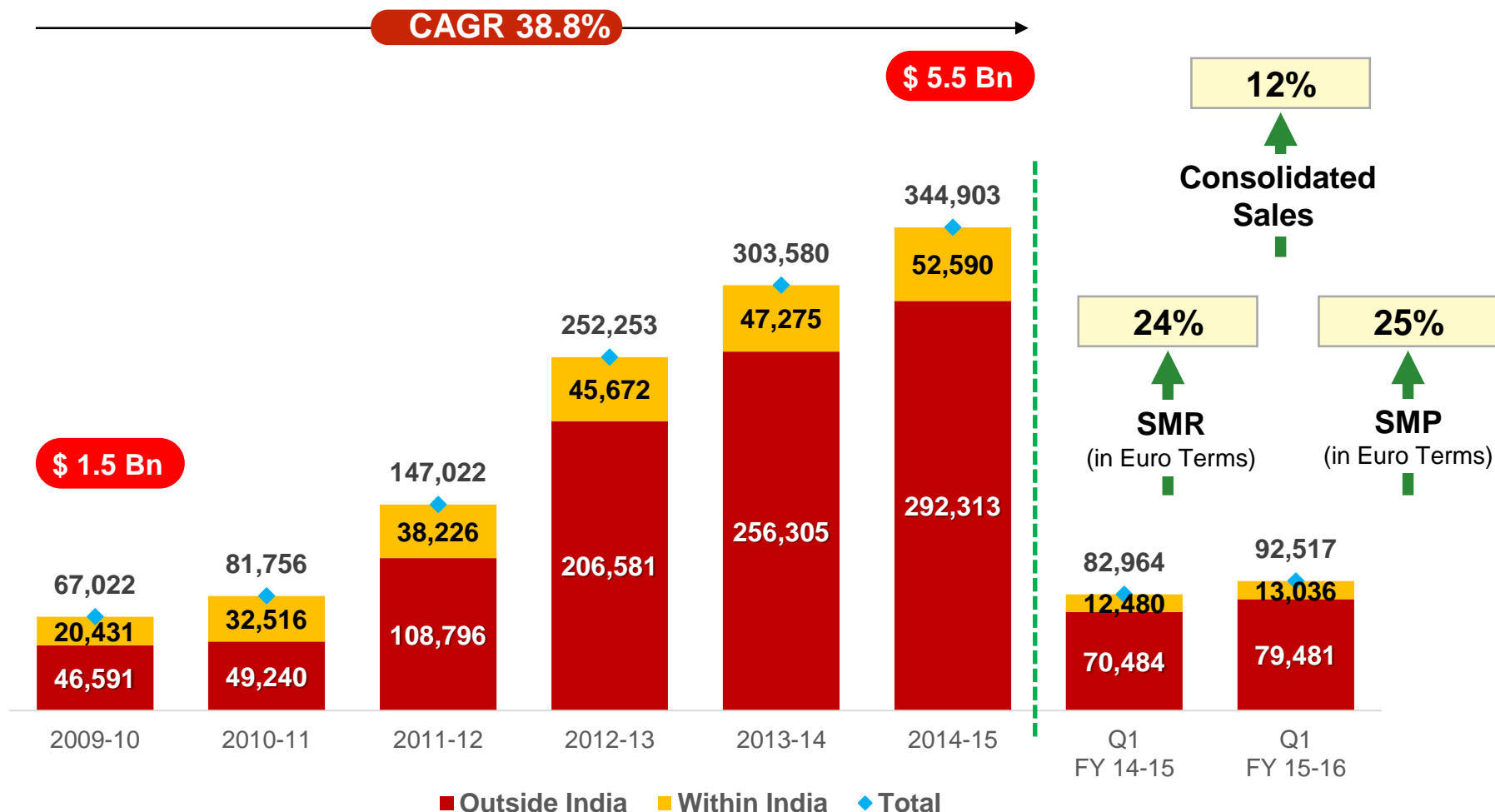


Financial performance



CONSOLIDATED SALES

(Rs. in Million)

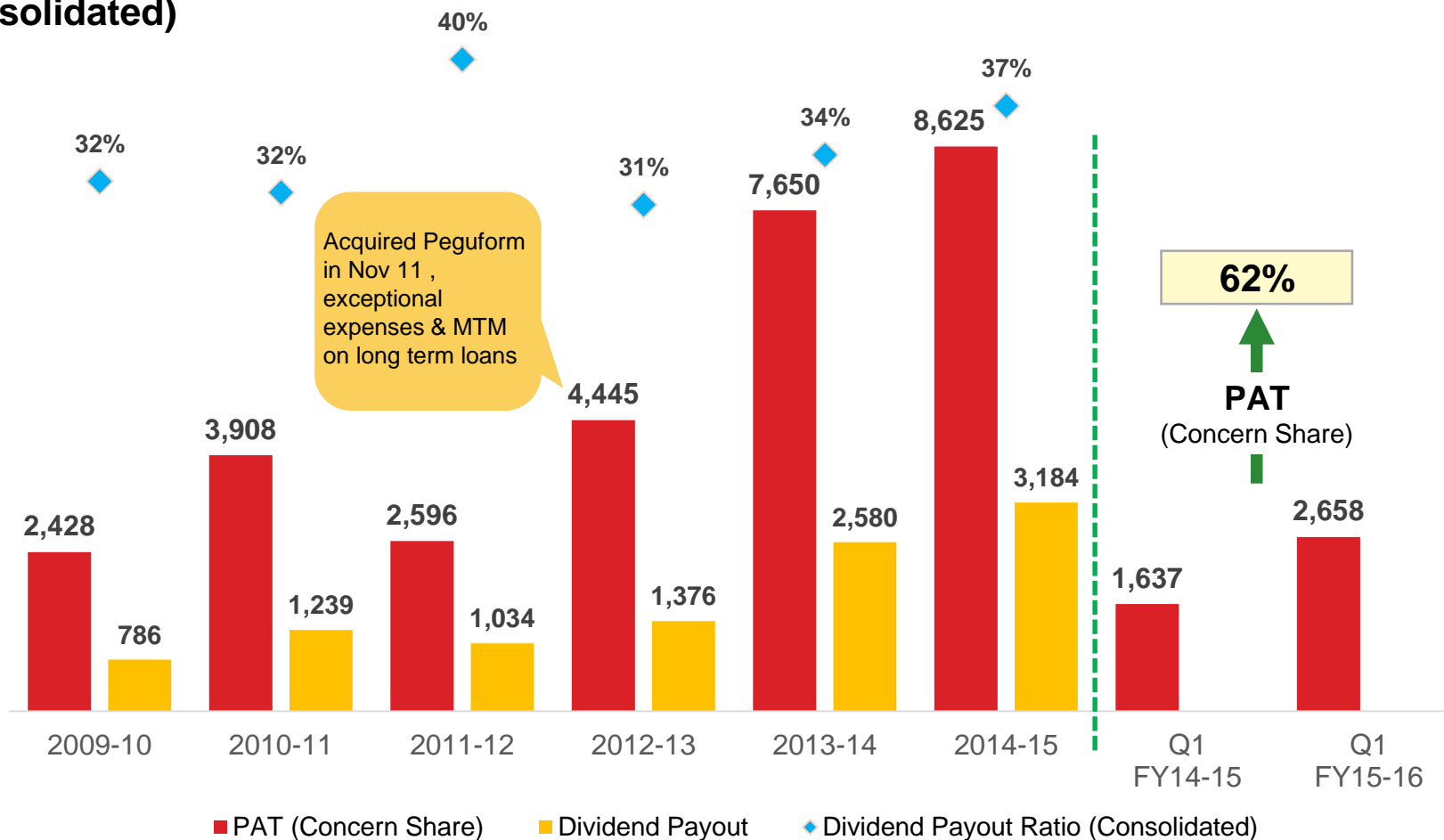


Financial performance



PAT, DIVIDEND PAYOUT AND DIVIDEND PAYOUT RATIO (consolidated)

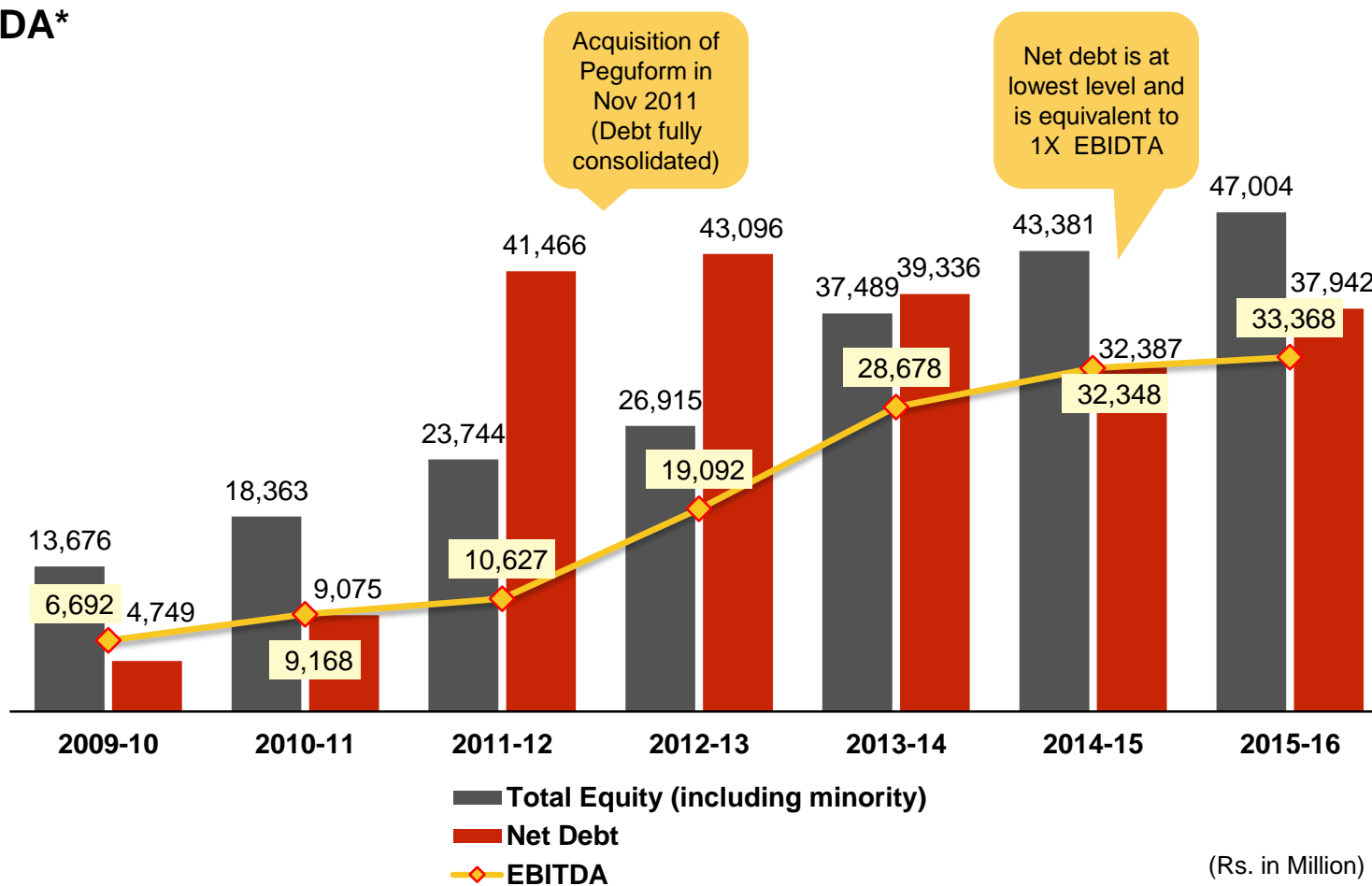
(Rs. in Million)



Financial performance



TOTAL EQUITY, NET DEBT AND EBITDA*



* Excluding other income and exchange fluctuations

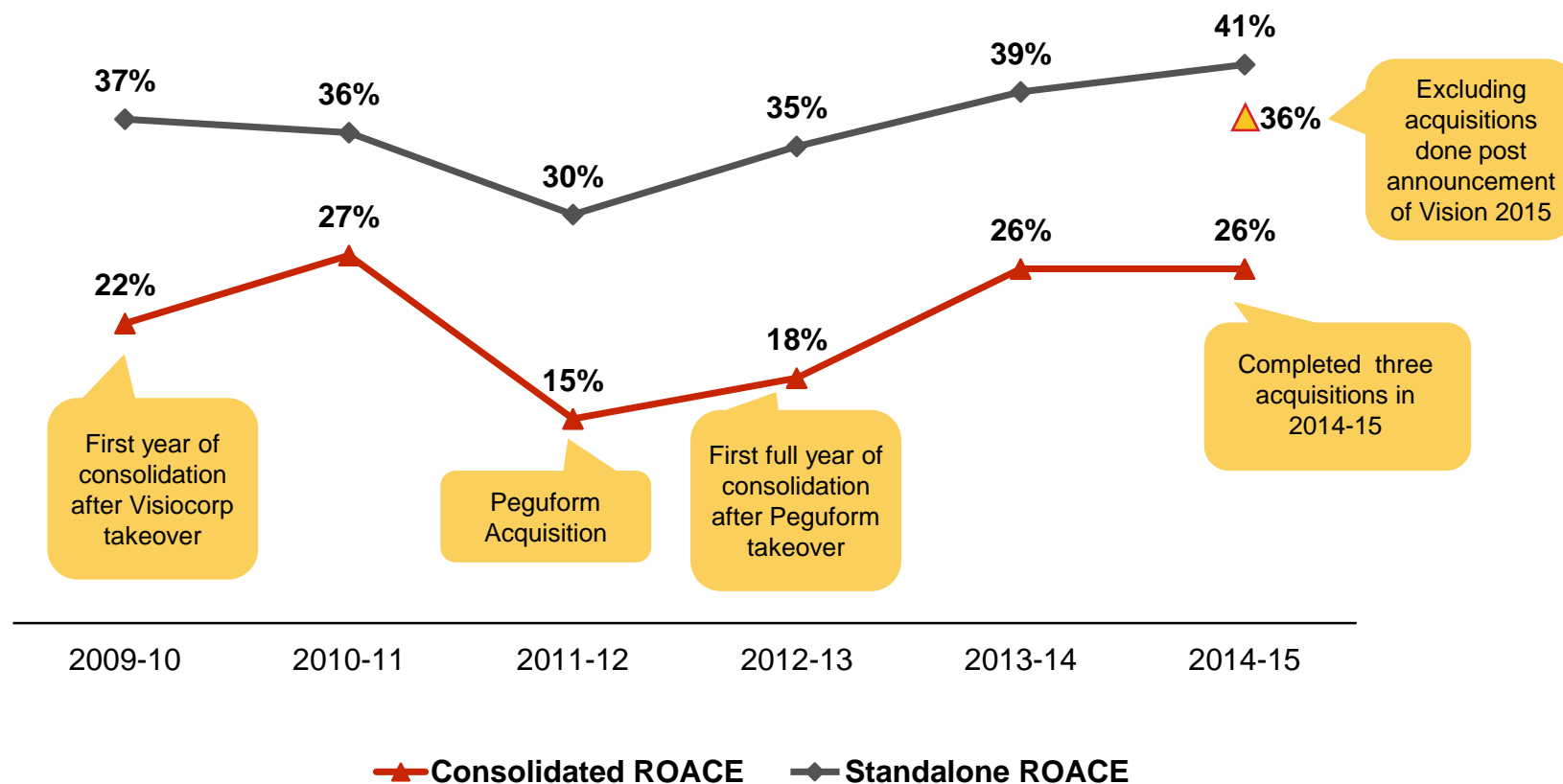
* As per clause 41, figure for EBITDA is for LTM (Last Twelve Months)



Financial performance



Return of Average Capital Employed (ROACE)



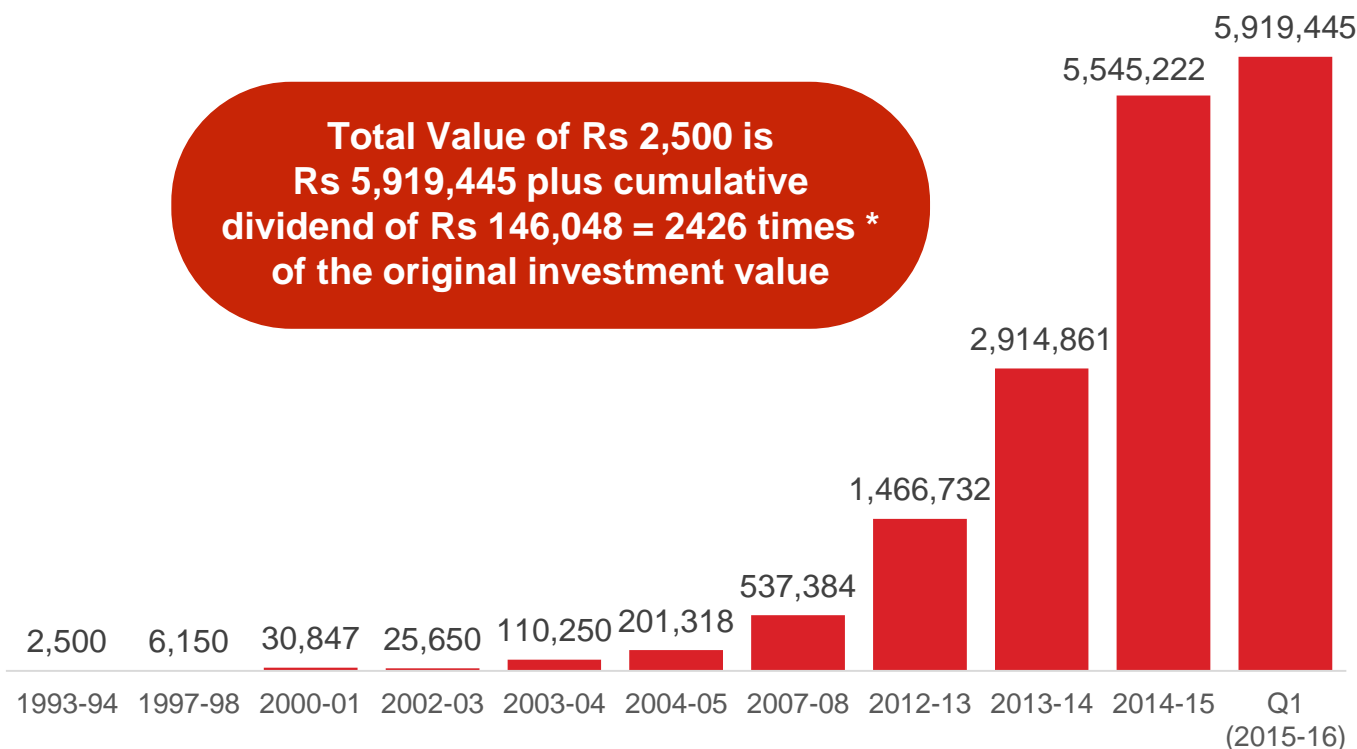
MSSL returns to shareholders



	1993-94	1997-98	2000-01	2002-03	2003-04	2004-05	2007-08	2012-13	2013-14	2015-16
	IPO	Bonus Issue	Bonus Issue	Split to Par value of Rs. 5 per Share	Split to Par value of Rs. 1 per Share	Bonus Issue	Bonus Issue	Bonus Issue	Bonus Issue	Bonus Issue
Shares Held	100	150	225	450	2,250	3,375	5,062	7,593	11,390	17,086
Cumulative Dividend		1,040	2,990	5,802	8,052	11,428	27,205	83,399	111,876	146,046

Returns to shareholders through consistent value creation

Total Value of Rs 2,500 is Rs 5,919,445 plus cumulative dividend of Rs 146,048 = 2426 times * of the original investment value



* At closing rate of 18th Aug 2015

Investment value in Rupees



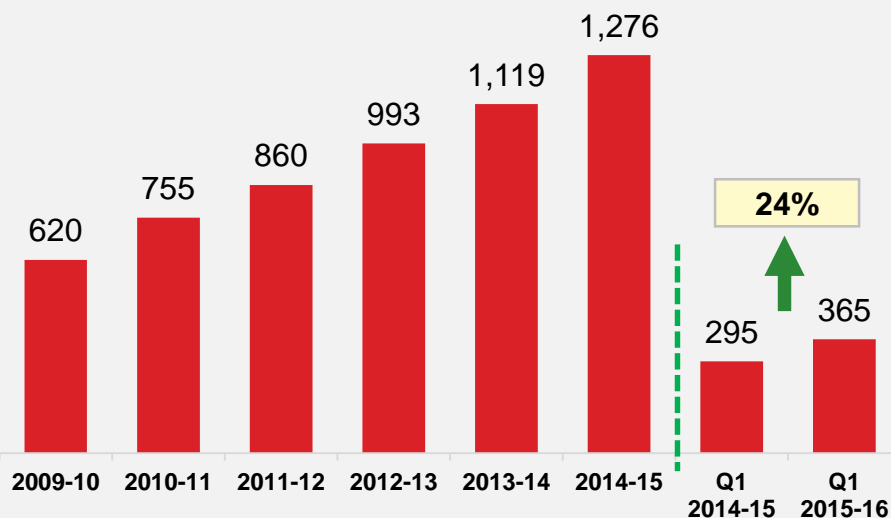
Samvardhana Motherson Reflectec (SMR): Performance since acquisition



(Euro in Million)

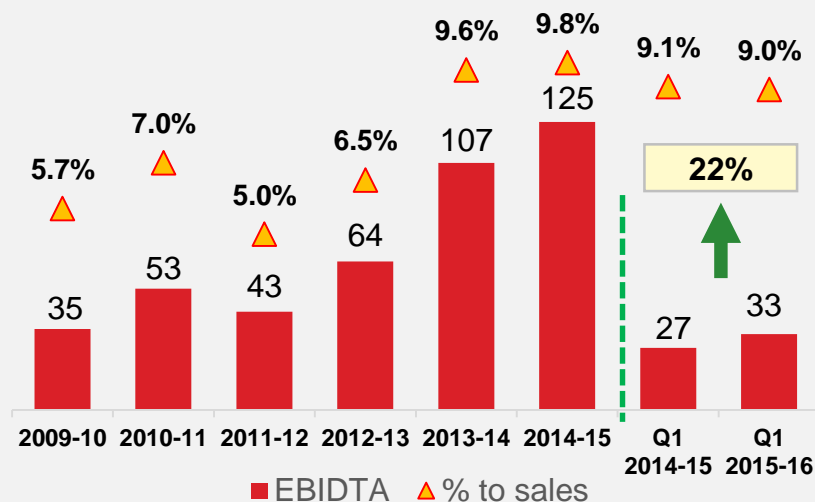
Net sales**

GROWTH= 69 %
(w.r.t 2010-11)



EBIDTA# / % to sales**

GROWTH = 172 %
(w.r.t 2010-11)



**At exchange rate used for translation, please refer to note on slide 52.

Before exchange gain / loss on long term loans



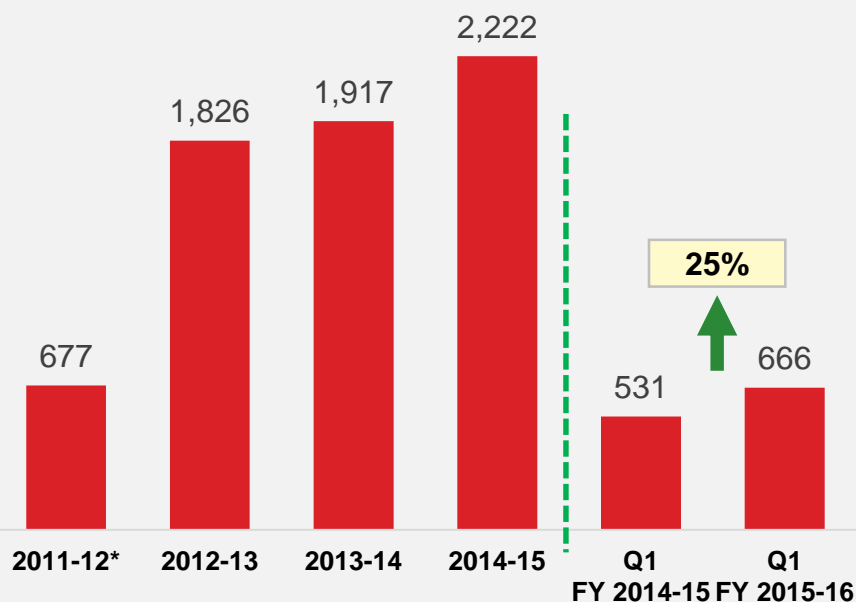
Samvardhana Motherson Peguform (SMP): Performance since acquisition



(Euro in Million)

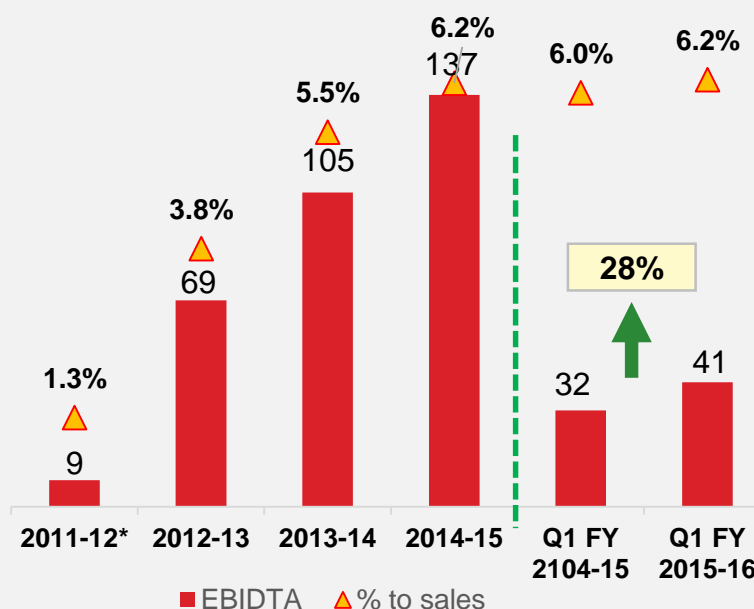
Net sales**

GROWTH= 22 %
(w.r.t 2012-13)



EBIDTA# / % to sales **

GROWTH = 99 %
(w.r.t 2012-13)



* For 4 months as the acquisition was done on 23rd Nov 2011

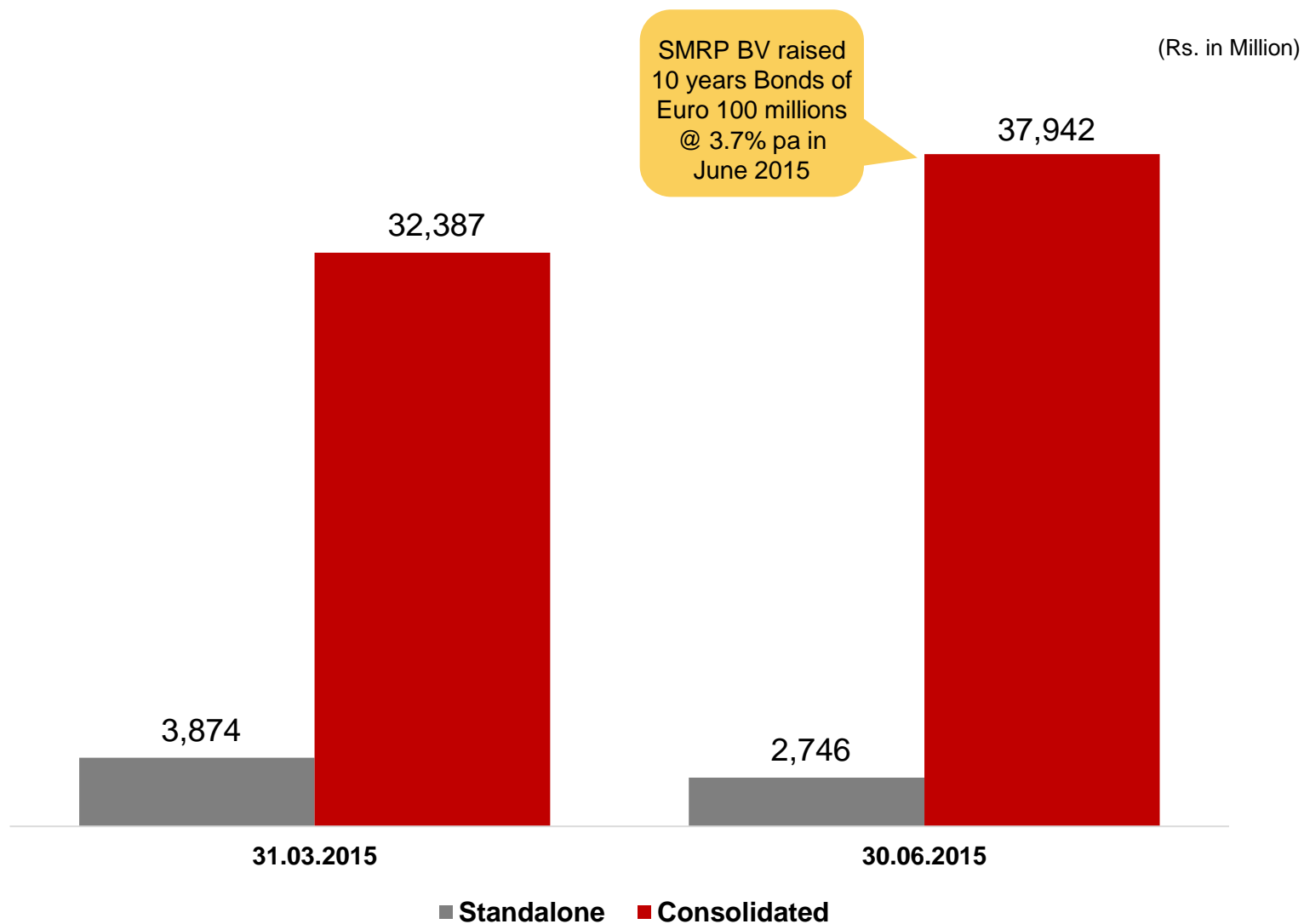
**At exchange rate used for translation, please refer to note on slide 52.

* For 4 months as the acquisition was done on 23rd Nov 2011

Before exchange gain / loss on long term loans



Net Debt



- SMG overview
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Status of upcoming facilities – Americas (USA+ Mexico+ Brazil)



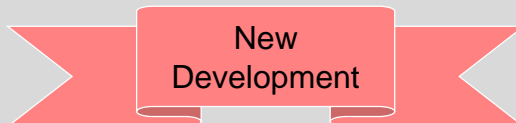
- Company: **SMR**
- Location: **Marysville, USA**
- Type: New plant and significant capacity expansion
- Products: Exterior mirrors
- Status : Schedule to start by **Q4 FY 2015-16**



USA

MEXICO

- Company: **SMP**
- Location: **Tuscaloosa (USA)**
- Type: Greenfield plant
- Products: Bumpers & Door Panels
- Status : Schedule to start by **FY 2018-19**



- Company: **SMP**
- Location: **Zitlaltepec, Mexico**
- Type: Greenfield plant
- Products: Bumpers, rocker panels, wheel covers, roof spoilers
- Status : Schedule to start by **Q1 FY 2016-17**



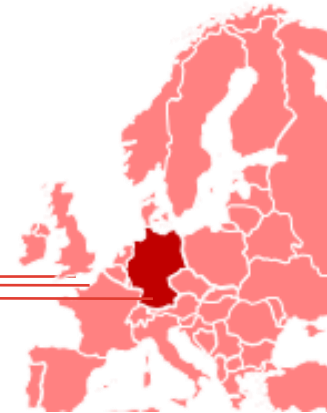
Status of upcoming facilities – Europe



- Company: **SMP**
- Location: **Oldenburg (Germany)**
- Type: New Painting facility
- Products: Bumpers & Rocker Panels
- Status : Started during **Q3 FY 2014-15**



Germany



- Company: **SMP**
- Location: **Schierling (Germany)**
- Type: Greenfield Plant
- Products: Bumpers
- Status : Started during **Q3 FY 2014-15**



- Company: **SMP**
- Location: **Boetzingen (Germany)**
- Type: Brownfield Expansion
- Products: Door Panels based on natural fibre plastic
- Status : Schedule to start by **Q3 FY 2015-16**



Status of upcoming facilities – Europe



- Company: **SMP**
- Location: **Kecskemet (Hungary)**
- Type: Greenfield Plant
- Products: Bumpers & Door Panels
- Status : Schedule to start by **Q4 FY 2017-18**

New
Development

- Company: **SMP**
- Location: **Polinya (Spain)**
- Type: New Painting facility
- Products: Bumpers
- Status : Schedule to start by **Q3 FY 2015-16**



Hungary

Spain



Status of upcoming facilities – Asia Pacific (Excluding India)



- Company: **SMP**
- Location: **Beijing (China)**
- Type: Greenfield Plant
- Products: Door Panels
- Status : Schedule to start by **Q1 FY 2016-17**



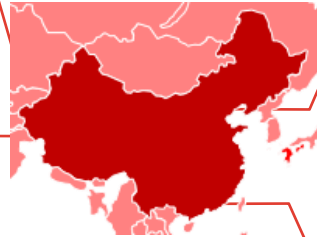
- Company: **SMP**
- Location: **Foshan (China)**
- Type: Greenfield Plant
- Products: A/B/C pillars
- Status : Started in **Q2 FY 2014-15**



- Company: **SMR**
- Location: **Chongqing (China)**
- Type: Greenfield Plant
- Products: Exterior Mirrors
- Status : Started in **Q4 FY 2014-15**



China



- Company: **SMR**
- Location: **Ningbo (China)**
- Type: Expansion
- Products: Exterior Mirrors
- Status : Schedule to start by **Q4 FY 2015-16**

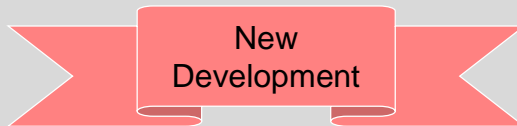
New
Development



Status of upcoming facilities – Asia Pacific (Excluding India)



- Company: **SMR**
- Location: **Hyosang Ochang Plant II (South Korea)**
- Type: New Plant & capacity expansion
- Products: Exterior Mirrors
- Status : Schedule to start by **Q4 FY 2015-16**



South
Korea



Thailand

- Company: **MSSL WHD**
- Location: **Thailand**
- Type: Expansion
- Products: Wiring Harness
- Status : Started in **Q3 FY 2014-15**



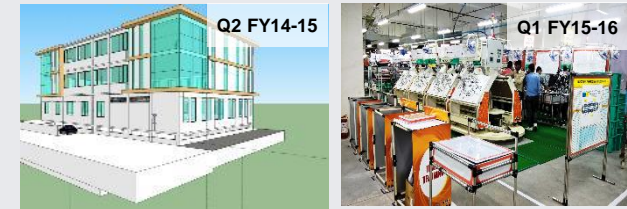
Status of upcoming facilities - India



- Company: **MATE**
- Location: **Sanand, Gujarat (India)**
- Type: Greenfield Plant
- Products: Polymer products
- Status : Schedule to start by **Q2 FY 2015-16**



- Company: **MSSL WHD**
- Location: **Noida, (U.P.), India**
- Type: Reconstruction of entire plant
- Products: Wiring Harness
- Status : Schedule to start by **Q2 FY 2015-16**



- Company: **MATE**
- Location: **Walajabad, Chennai, India**
- Type: Greenfield Plant *
- Products: Polymer products
- Status : Schedule to start by **Q2 FY 2015-16**



* Also adding R&D Centre

- Company: **MSSL WHD**
- Location: **Walajabad, Chennai, India**
- Type: Greenfield Plant
- Products: Wiring Harness
- Status : Schedule to start by **Q3 FY 2015-16**



India



Status of upcoming facilities - India



- Company: **MSSL WHD**
- Location: **Sanand, Gujarat (India)**
- Type: Greenfield Plant
- Products: Wiring Harness
- Status : Schedule to start by **Q2 FY 2016-17**

New
Development

India



- Company: **SMR**
- Location: **Noida, (U.P.), India**
- Type: New assembly plant & paint shop
- Products: Rear View Mirrors
- Status : Schedule to start by **Q1 FY 2016-17**

New
Development





SMG received the prestigious "Volkswagen Group Supplier Award 2015", a significant recognition from the Volkswagen Group.

The award-winners are distinguished by their innovative power, product quality, development competence, sustainability and professional project management.

SMP has been included in FAST ("Volkswagen FAST Future Automotive Supply Tracks") for bumpers and door trims

Safe harbour

This presentation contains forward-looking statements based on the currently held beliefs and assumptions of the management of the Company, which are expressed in good faith and, in their opinion, reasonable. Forward-looking statements involve known and unknown risks, uncertainties and other factors, which may cause the actual results, financial condition, performance, or achievements of the Company or industry results, to differ materially from the results, financial condition, performance or achievements expressed or implied by such forward-looking statements. Given these risks, uncertainties and other factors, recipients of this presentation are cautioned not to place undue reliance on these forward-looking statements. The Company disclaims any obligation to update these forward-looking statements to reflect future events or developments.



Thank you.

Note :

** SMR & SMP prepares financial statements in Euro currency, hence comparative data is given in Euro terms. These results are consolidated in MSSL by using average exchange rates..

